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Next 2 Page(s) In Document Denied

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PAO 88-0406



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8 December 1988

JUDGE:

RE: Your proposed remarks
at the presentation of the
National Intelligence
Distinguished Service Medal
to Major General Thomas S. Moorman, Jr., USAF
13 December 1988 3:00 p.m.
DCI Conference Room

You are scheduled to present the National Intelligence Distinguished Service Medal to Major General Thomas S. Moorman, Jr., USAF, who directed the National Reconnaissance Office staff from 1985-87. He is currently the Director of Space and SDI Programs, Office of the Secretary of the Air Force.

In the draft remarks we have prepared you make a reference to Secretary of the Air Force Edward C. (Pete) Aldridge, who is scheduled to attend the ceremony.

Your proposed remarks are attached and have also been placed on cards (see opposite). Background information on General Moorman will be included in the package forwarded by Protocol.

WBS

Bill Baker

Attachments:
As stated



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PROPOSED REMARKS
BY
WILLIAM H. WEBSTER
DIRECTOR OF CENTRAL INTELLIGENCE
AT THE
PRESENTATION OF THE NIDSM TO
MAJOR GENERAL THOMAS S. MOORMAN, JR., USAF
DECEMBER 13, 1988

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IT IS A PLEASURE TO PRESENT THE NATIONAL INTELLIGENCE
DISTINGUISHED SERVICE MEDAL THIS AFTERNOON TO MAJOR GENERAL
THOMAS S. MOORMAN, JR., UNITED STATES AIR FORCE, FOR HIS
OUTSTANDING CONTRIBUTIONS TO THE INTELLIGENCE COMMUNITY AND TO
THE COUNTRY FOR OVER 25 YEARS. GENERAL MOORMAN'S DEDICATION,
POISE, AND EXTRAORDINARY LEADERSHIP SKILLS WERE PARTICULARLY
EVIDENT WHEN HE HEADED THE NATIONAL RECONNAISSANCE OFFICE STAFF
FROM 1985 TO 1987 -- THE MOST TRYING PERIOD THE U.S. SPACE
PROGRAM HAD SEEN SINCE ITS EARLIEST DAYS. WE ARE FORTUNATE
THAT HE IS CONTINUING HIS SERVICE, FOR HE IS AN INVALUABLE
ASSET TO OUR NATIONAL SECURITY SPACE PROGRAM.

FROM GENERAL MOORMAN'S SERVICE AS A BOMB WING INTELLIGENCE
OFFICER IN KANSAS IN THE EARLY 1960s TO HIS CURRENT POSITION AS
DIRECTOR OF SPACE AND SDI PROGRAMS, HE HAS BEEN A CREDIT TO THE
AIR FORCE AND TO THE COUNTRY.

A GRADUATE OF DARTMOUTH COLLEGE, GENERAL MOORMAN ENTERED THE AIR FORCE ON ACTIVE DUTY IN 1962. AFTER SERVING FOR THREE YEARS AT SCHILLING AIR FORCE BASE IN KANSAS, HE BECAME A MISSION PLANNER FOR THE SR-71 UNIT AT BEALE AIR FORCE BASE IN CALIFORNIA. THIS ASSIGNMENT WAS FOLLOWED BY OVERSEAS TOURS IN THAILAND AND GERMANY AS A RECONNAISSANCE INTELLIGENCE STAFF OFFICER.

GENERAL MOORMAN'S AFFILIATION WITH THE N-R-O BEGAN IN 1970 WHEN HE WORKED AT THE SATELLITE PHOTORECONNAISSANCE FILM PROCESSING FACILITY AT WESTOVER AIR FORCE BASE IN MASSACHUSETTS. AS EXECUTIVE OFFICER AND THEN AS DEPUTY DIRECTOR OF PLANS AND PROGRAMS AT THE N-R-O, GENERAL MOORMAN HELPED TO FORMULATE THE NATIONAL SPACE POLICY THAT WAS APPROVED BY PRESIDENT CARTER. AFTER A YEAR AT THE NATIONAL WAR COLLEGE, HE WAS SELECTED TO BE DEPUTY MILITARY ASSISTANT TO THE SECRETARY OF THE AIR FORCE IN 1980. LATER IN THAT ROLE, HE WORKED CLOSELY WITH PETE ALDRIDGE

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IN QUESTIONING THE NATION'S SOLE DEPENDENCE ON THE SPACE
SHUTTLE FOR THE LAUNCH OF NATIONAL SECURITY SPACE MISSIONS.

THEIR PERSUASIVE ARGUMENTS LATER GAINED WIDE SUPPORT AND IN
THE MID-1980s CONGRESS APPROVED THE ACQUISITION OF SOME
EXPENDABLE LAUNCH VEHICLES.

GENERAL MOORMAN MOVED ON TO COLORADO IN 1981, WHERE HE HELD
A NUMBER OF KEY POSITIONS INCLUDING DIRECTOR, COMMANDER'S GROUP
AND VICE COMMANDER, FIRST SPACE WING AT THE AIR FORCE SPACE
COMMAND. HE HELPED TO DEVELOP THE RATIONALE AND CONCEPTS FOR
THE ESTABLISHMENT OF AIR FORCE SPACE COMMAND, UNITED STATES
SPACE COMMAND, AND THE DEPARTMENT OF DEFENSE SPACE POLICY.

RECOGNIZED NOT ONLY FOR HIS EXPERTISE BUT ALSO FOR HIS
LEADERSHIP ABILITY, GENERAL MOORMAN WAS APPOINTED DIRECTOR OF
THE N-R-O STAFF IN 1985. HE SERVED WITH DISTINCTION DURING A
VERY DIFFICULT PERIOD IN OUR SPACE PROGRAM'S HISTORY. AFTER
THE LOSS OF TWO [REDACTED] SATELLITES AT LAUNCH AND

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THE SPACE SHUTTLE CHALLENGER DISASTER IN JANUARY, 1986, GENERAL MOORMAN HELPED REBUILD THE NATIONAL SECURITY SPACE PROGRAM.

THROUGHOUT THE LONG LAUNCH STANDDOWN, GENERAL MOORMAN AND HIS STAFF MONITORED AND MANAGED THE FRAGILE N-R-O IMAGERY AND SIGNALS INTELLIGENCE SATELLITE CONSTELLATIONS TO MAKE SURE THAT INTELLIGENCE REQUIREMENTS WERE MET. TODAY, DESPITE CONSIDERABLE FISCAL RESTRAINTS, THE RECOVERY OF OUR SPACE PROGRAM IS A REALITY.

WHILE HIS ACCOMPLISHMENTS ARE IMPRESSIVE, I AM EQUALLY IMPRESSED BY THE REPUTATION HE ENJOYS AMONG THOSE WHO HAVE WORKED FOR HIM. GENERAL MOORMAN'S ABILITY TO RESPOND TO PRESSURE IS ONE OF HIS FINEST ATTRIBUTES. I'VE BEEN TOLD THAT HE CAN PREPARE A SOPHISTICATED POSITION PAPER IN A MATTER OF MINUTES, AND AS A BRIEFER, HE IS KNOWN TO BE AT HIS BEST BEFORE THE MOST CRITICAL AUDIENCES. ONE MAN WHO HAS KNOWN HIM OVER 20 YEARS SAID HE IS "THE TYPE OF MAN WHO INSPIRES; A MAN WHO

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COMMANDS THE OUTRIGHT RESPECT OF SUBORDINATES BY HIS
PROFESSIONALISM AND HIS GRASP OF THE ISSUES."

AND I UNDERSTAND THAT HIS ATTENTION TO DETAIL IS NOT
CONFINED TO SPACE-RELATED ISSUES. AS MANY OF YOU KNOW, GENERAL
MOORMAN IS A TRIVIA BUFF, AND IT IS AWFULLY DIFFICULT TO STUMP
HIM ON TOPICS RANGING FROM BASEBALL TO ROCK AND ROLL.

THROUGHOUT HIS CAREER, GENERAL MOORMAN HAS RESPONDED TO
CHALLENGES WITH GRACE, IMAGINATION, AND SKILL. AND I MIGHT ADD
THAT THESE ATTRIBUTES ARE IN KEEPING WITH THE MOORMAN FAMILY'S
RICH TRADITION OF SERVICE TO COUNTRY -- A TRADITION THAT HAS
SEEN THE LAST THREE GENERATIONS SERVE IN THE ARMED FORCES OF
THIS NATION. ¹

A 19TH CENTURY WRITER AND SOCIAL REFORMER ONCE SAID, "NO
MATTER WHAT A MAN'S AIMS, OR RESOLUTIONS, OR PROFESSIONS MAY
BE, IT IS BY ONE'S DEEDS THAT HE IS TO BE JUDGED, BOTH BY GOD
AND MAN." ² GENERAL MOORMAN, BY ALL ACCOUNTS YOUR DEEDS HAVE

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BEEN VERY SIGNIFICANT, AND YOU HAVE MADE A GREAT CONTRIBUTION
TO OUR COUNTRY.

AND NOW, IF YOU WILL JOIN ME WHILE THE CITATION IS READ.

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FOOTNOTES

¹ Major General Moorman's father is Lieutenant General Thomas S. Moorman, Sr. (USAF-retired). The senior Moorman served as Superintendent of the U.S. Air Force Academy. Major General Moorman's grandfather also served in the military during World War I.

² The author of this quotation is Henry Ward Beecher (1813-1887), a religious leader and social reformer. His writings included Seven Lectures to Young Men (1844) and Evolution and Religion (1885).